

International Entrepreneurship Syllabus (MGT 355)

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Course Description:

Starting and managing a new business is a risky albeit potentially rewarding undertaking. The complexity and challenges (as well as the potential payoffs) facing entrepreneurs and business managers vary across different countries and are even greater when their business ventures are international in scope. This course addresses the issues specific to international venturing including search and identification of opportunities in foreign markets (especially emerging and developing economies), logistics of international business expansion, cross-cultural business communication, international sourcing, international deal-making and networking.

BSBA Program Goals

BSBA students will graduate being:

- Effective Communicators
- Critical Thinkers
- Able to Analyze Ethical Problems
- Global in their perspective
- Knowledgeable about the essentials of business

MGT 355 contributes to these goals through its student learning outcomes. After taking this class, students should be able to:

- Analyze the conditions for entrepreneurship in various countries
- Identify possible sources and characteristics of viable business opportunities in the international context
- Describe the unique features of opportunities in emerging and bottom-of-the-pyramid (BOP) markets
- Assess feasibility of an international business idea
- Describe the basic elements of exporting/importing
- Develop alternative business concepts for pursuing viable opportunities in the global environment
- Identify the types of human, information, and financial resources required for launching and managing an international new venture
- Identify the cultural dimensions that distinguish different countries on work- related attitudes
- Analyze how different countries require different strategies
- Apply strategic theories and frameworks to organizations in a global context.
- Integrate functional areas into strategic business problems from a general management perspective

Required Text:

- *Lark International*
- *Endeavor – Determining the Growth Strategy*
- *IT Rations’s Quest for Growth*
- *Elixir Technology*
- *Ferro Industries – Exporting Challenge in a Small Firm*
- The following assigned readings will be posted on the Blackboard
 - *A Blackberry addict discovers grassroots enterprise in India: A blog by Shekhar Kapur*
 - Seghal, V., Dehoff, K., & Paneer, G. 2010. Importance of Frugal Engineering. *Strategy + Business*, 59: Reprint 10201

Optional Supplemental Text

- *International Entrepreneurship*. 3rd Edition. Robert D. Hisrich. SAGE.

Website and Email:

The Blackboard will be used extensively during this class for all communication purposes. There you will find the syllabus, class notes, announcements regarding changes in schedules, and other important information. I will also use email to distribute important announcements. *It is your responsibility to check both the website and your email account at least once a day.*

Academic Integrity:

All individual written assignments must be the student’s original work. Academic misconduct by a student shall include, but is not be limited to: disrupting classes; giving or receiving unauthorized aid on examinations, reports or other assignments; plagiarism or misrepresenting the source of any academic work. If an instance of academic misconduct is suspected, the student will be informed of the infraction and the penalty to be imposed. If appropriate, the matter will be referred to the Department Chair and Dean of the College for mediation.

Evaluation:

Global Focus	10
Class Participation/Case Studies/Quizzes	5
Entrepreneurship on Campus	5
Applied Research Project	10
Final Group Project: Feasibility Study	25
Midterm Exam	20
Final Exam	25
TOTAL	100%

Grading:

Percentage	Grade
96-100	A
90-95.99	A-
87-89.99	B+
83-86.99	B
80-82.99	B-
77-79.99	C+
Etc.	

Global Focus Assignment

One of the main objectives of this class is to raise your awareness of the global business environment and cultural differences on business practices. The Global Focus assignment is designed with that objective in mind. You will be asked to conduct research on

the conditions for entrepreneurship in a particular country or world region and discuss the implication of your findings from the viewpoint of a US entrepreneur contemplating an entry into international markets. The goal of this assignment is to apply the concepts learned in class to a real-life context, stimulate discussion and enrich the class by providing information that is going beyond the material covered by lectures and readings. While you will be asked to answer several specific questions in your report, you are also encouraged to include your own views, reflections and, if applicable, findings based on your own experience.

You will be scheduled to present a summary of your findings and observations/reflections in a 10-15 minute oral report *and* a 4-5 page write-up (double-spaced, 1 inch margins). This is a group assignment. In presenting your findings, you are encouraged to adopt a creative, multi-media approach (PowerPoint, short audio/video clips, props, cultural artifacts, sample food items, etc.). The evaluation criteria are

- (1) the degree to which the concepts discussed in class are applied and integrated in the written and oral report,
- (2) quality of the written report,
- (3) quality and creativity of the oral report (i.e., engaging delivery and *staying within the time limit*).

Students will be scheduled to present through out the semester. The schedule will be posted on the Blackboard early in the semester; however, *be flexible* because changes in the schedule may occur. Let me know early if you cannot present on the day you were scheduled. I will not be able to reschedule your presentation later in the semester.

More detailed information about the project will be provided in class and guidelines will be posted on the Blackboard.

Class Participation/Case Discussions/Quizzes/Home Assignments:

Class participation consists of both regular attendance and *active* participation during both case discussions *and* lectures (as well as staying engaged during guest speakers' visits). You are expected to read all the assigned readings and cases before you come to class. Thus, if you have not read the material before class, please inform me so that I can skip over you with questions. This will not hurt your participation grade provided it does not happen with any consistency.

In addition to answering my questions, I expect you to ask questions yourself, contribute your viewpoint, and relate relevant experiences you may have had. Both frequency and quality of your contribution determine your participation grade. Mere presence in the class *does not* guarantee you a full participation grade. Occasionally, you will be asked to complete a short home assignment. Failure to turn in this assignment on time will result in an automatic reduction of your participation grade.

Quizzes may occasionally be given to test your knowledge of the material of previous classes or include questions regarding the assigned case. There will be no make-ups. However, missing any two quizzes for any reason will not affect your grade. Please see the policy on case discussions above.

Case analyses are essential in learning to apply new concepts to real-life situations but the case method is only as effective learning tool as is the class discussion, which relies heavily on your preparation. Thus, spending 3 hours to appropriately prepare for a case discussion is not unusual. For every case, you need to bring a Self-evaluation sheet to class (which is posted on the Blackboard) and turn it in by the end of the case discussion.

A short quiz relating to the case may be given on a case day (you may use your case notes and case text only).

Entrepreneurship on Campus

SDSU has a long tradition of quality entrepreneurship education. The purpose of this assignment is to encourage students to take advantage of the many extra-curricular and experiential activities and supporting programs that SDSU offers in the realm of entrepreneurship. In order to gain full points for this assignments, the students have to provide the instructor with evidence that they took part in at least two entrepreneurship-related activities. These can include the following:

- Membership in the Zahn Innovation Platform (ZIP) team
- Participation in the Zahn Innovation Platform (ZIP) workshop
- Attendance to Entrepreneurial Society presentation
- Participation in the Lavin Entrepreneur Program
- Participation in the VentureStart competition
- Submission of an business idea to the ZIP
- Attendance to The L. Robert Payne Lecture Series

Students must consult with the instructor regarding any other events not listed here and use the form posted on Blackboard to provide the instructor with the evidence of participation.

Exams

There will be two exams given during the course of the semester – a midterm and final exam, the latter of which will be given during the final exam period (please check SDSU website for the final exam schedule).

Both exams will be comprehensive and comprised of multiple choice, true-or-false, and short answer questions relating to the material covered in the text as well as in class. Questions may relate to material found in the assigned readings but not explicitly covered in class. A make-up for an exam will be given only under *extreme* circumstances in case of a *documented* emergency. The format and difficulty of the make-up will not necessarily be equivalent to the exam given on a scheduled day.

To contest a grade on an exam, you must provide me with a *written* request describing the reasons for regarding the exam within 48 hours after the exam was made available for viewing.

Applied Research Project: Analysis of the Internationalization Approach by a Local SME

The purpose of this individual project is to analyze internationalization strategy of a small to medium sized entrepreneurial company (an SME) in the San Diego region. The students are to find a company (to be approved by the instructor) and interview the founder or a managing director about their approach to international markets.

Research will be summarized in a *4 page long report* (double-spaced, 1 inch margins). Both a hard- and softcopy of the report will be turned in to the instructor at the due date. More detailed instructions regarding this project will be provided during class and guidelines will be posted on the Blackboard.

Final Group Project: Feasibility Study of an International Business Opportunity

The purpose of this group project is to identify an international business opportunity that preferably draws on the research in the Global Focus assignment. Students then develop a feasibility study that would assess the potential of success of the business idea given specific financial constraints. In teams, students will conduct research to assess the financial viability and present recommendations during the final weeks of the semester.

Research will be summarized in a *10-15 page long report* (excluding figures/charts, references and appendix) that is double-spaced, 1 inch margins. Both a hard- and softcopy of the report will be due to the instructor at the beginning of the presentations. It will be supplemented by a 60 second video pitch that creatively summarizes the business concept using a multimedia approach.

The evaluation criteria for this assignment include (1) the assessment of the viability of the opportunity, (2) breadth and depth of the country/industry/market data analysis (3) the quality of writing and oral delivery, and (4) the creativity/resourcefulness in identifying the opportunity and presenting it to the class.

More detailed instructions regarding this project will be provided during class and guidelines will be posted on the Blackboard.

Group Work:

Teamwork is very important in today's business world and as the research shows, many born global firms are started by a team of individuals. Working in a group can be an extremely rewarding as well as extremely frustrating experience. You should put forth a full effort on all the group projects considering that other people's grades may be affected by it. Lack of contribution to the group project and/or failure to behave in a cooperative and respectful manner may result in the group's decision to expel the non-performing member. If you wish to expel a group member, inform me in a timely manner first (this should not happen by the end of the semester and/or briefly before the assignment is due). The expelled member will be required to turn in and present his or her own project.

Late Assignments:

Late work will NOT be accepted. If you know that you will not be present on the day an assignment is due, complete it and turn it in early.

Class Etiquette and Guest Speakers:

As a matter of courtesy to all class participants, I ask you that your cell phones are turned off during all classes. You may use your laptops solely for the purpose of taking class notes.

In order to get a feel for how real entrepreneurs meet the challenges of the increasingly inter-connected world, there will be several guest speakers coming to the class to share their insights. Students' participation in these sessions is required. Questions regarding the guest speakers' presentations may appear in the exams.

While the guest speakers represent the San Diego business community, you as a student represent the San Diego State University. As a result, I expect that, especially in front of our guests, you will behave and dress in a manner that reflects professionalism and makes a positive impression.

Disabilities

If you are a student with a disability and believe you will need accommodations for this class, it is your responsibility to contact Student Disability Services at [\(619\) 594-6473](tel:6195946473). To avoid any delay in the receipt of your accommodations, you should contact Student Disability Services as soon as possible. Please note that accommodations are not retroactive, and that I cannot provide accommodations based upon disability until I have received an accommodation letter from Student Disability Services. Your cooperation is appreciated.

Tentative Schedule¹:

Class	Topic	Country/ Region Focus	Reading	Assignments Due
Jan 21	Introduction/Class Administration			
January 26	Introduction to IE			Personal Info Sheet
January 28	The Role of Culture in Entrepreneurship			
February 2	Entrepreneurship around the World		Case: <i>Lark International</i> (source: HBS online)	Self-evaluation sheet
February 4	<i>Guest speaker</i>			
February 9	Entrepreneurship around the World	China		
February 11	Venturing in Developed Economies <i>Guest speaker</i>	Japan	Case: <i>Endeavor</i> (source: HBS online)	Self-evaluation sheet
February 16	Venturing in Developed Economies	Germany		
February 18	Venturing in Emerging Markets	Nigeria		

¹ It is very likely that the schedule will change. I will post updated syllabus on the Blackboard. Please check it!

February 23	Venturing in Emerging Markets	Peru		
February 25	Venturing in Emerging Markets <i>Brainstorming exercise</i>	Myanmar	<i>A Blackberry Addict...</i> (source: Blackboard)	
March 2	<i>Guest speaker</i>	Mexico	<i>Importance of Frugal Engineering</i>	
March 4	Opportunity Assessment & Market Selection	Bulgaria		
March 9	Opportunity Assessment & Market Selection	Canada	Case: <i>IT Rations's Quest for Growth</i>	
March 11	Internationalization Process: Timing, Partnerships, IP	Israel		Approval of company for Applied Research Project
March 16	Review for the Exam			
March 18	Midterm Exam			
March 23	<i>Guest speaker</i>	Rwanda		
March 25	Internationalization Process: Timing, Partnerships, IP	South Korea		
March 30 -April 3	<i>Spring Break</i>			
April 6	Exporting Partnerships	Turkey		
April 8	Exporting Logistics	Australia	Case: <i>Elixir Technology</i> (source: HBS)	Self-evaluation sheet

April 13	International pricing & payment options	India	Case: <i>Ferro Industries</i> (source: HBS online)	Self-evaluation sheet
April 15	Cross-cultural negotiation, deal making and networking	South Africa		
April 20	Cross-cultural negotiation, deal making and networking	Russia		
April 22	Final Project Presentations			
April 27	Final Project Presentations			
April 29	Final Project Presentations			
May 4	Final Project Presentations			<i>Entrepreneurship on campus assignment due</i>
May 6	Class Review			Feasibility Study due Applied Research Writeup Due <i>(can be completed and turned in any time during the semester)</i>
Final Exam				